

6 May 1976

MEMORANDUM FOR: Harry E. Fitzwater
Director of Training

25X1A FROM : [REDACTED]
25X1A Midcareer Course Chairman
[REDACTED]
25X1A Midcareer Course Cochairman

VIA : [REDACTED]
Chief, Intelligence Institute, OTR

SUBJECT : Course Report - Midcareer Course No. 51,
17 March - 23 April 1976

1. Introduction and Summary

25X1A Midcareer Course No. 51 was held during the period from 17 March to 23 April 1976. It was considered a successful running and was assigned an average overall grade of 5.2 by the class on a scale from one to seven. This was a typical class in virtually all respects and had a composition similar to that of previous courses. Only two items marred and otherwise smooth and successful running--a high rate of speaker substitutions and a poor student reaction to an experimental class project. Except for the project, class participation was excellent and the students seemed to be more cohesive than usual. Suggestions for improving the course included changing classrooms at [REDACTED] having more tours, improving the quality of some speakers, getting others to appear when scheduled, and eliminating the class project. The morale of the class seemed good and they did not show any particular concerns about the Agency or their future. There were no major problems or recommendations concerning the running of the course.

once before!

2. Course Objectives

In general, the students felt that the course objectives were met. Overall, the course was rated an average of 5.2 (range 4-7) in the student evaluation forms on an ascending scale of from 1 (low) to 7 (high). Of the three phases,

Two different scales?

Phase I rated the highest with an average of 5.2 (ranging from 4-6). Both Phases II and III were rated at 4.8 (both ranged from 2-6). Phase III probably would have rated somewhat higher except some of the students said they graded it down because of the class project (despite the fact that the project had a separate evaluation sheet). The class project received the lowest score with an average of 2.0 (ranging from 1-4). It is discussed in detail below.

See!

3. Class Composition

The composition of this class was similar to that of other recent runnings of the course--31 total students, 10 from the DDO, 7 each from the DDA and the DDI, 6 from the DDS&T, and 1 from the DCI area. The averages were also similar--12.7 for grade (ranging from GS-12 to GS-14), age averaged 38.3 (ranging from 32-53) and the average years on board was 12.2 (ranging from 4-23 years). The only deviation from the norm was two students who were over 50 years of age, considerably above the average.

4. Course Strengths

a. The obvious and primary strength of the course was the chance it provided for the students to interact with the speakers, to give and take with them, to learn about the functions of the Agency and the Intelligence Community and about major aspects of international affairs. The high point was the class meeting with the Director of Central Intelligence, Mr. Bush. He spent approximately 45 minutes with the class, talking for about 30 of those minutes and answering questions the rest of the time. His talk was rather chatty, focusing on the good work the Agency is doing, the high caliber of its people and some remarks on his relations with Congress.

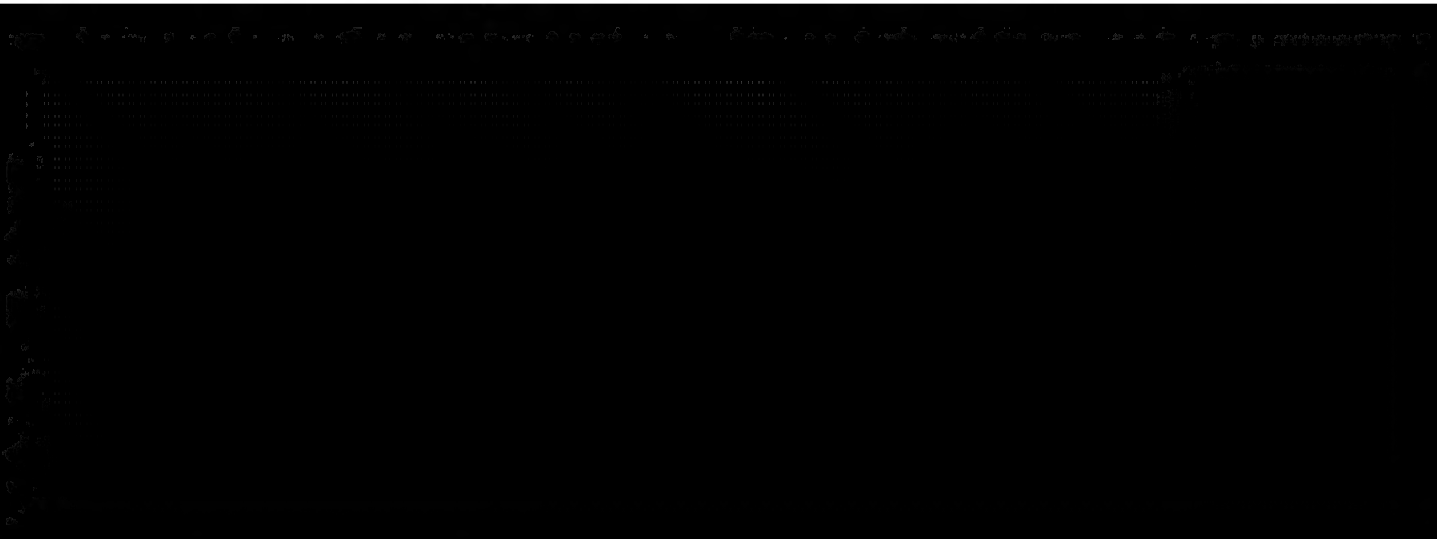
b. During Phase I, the speakers who seemed to be well received by the class were John Iams, the opening speaker who presented an overview of intelligence and the role the Comptroller plays in the process, [redacted] on the Freedom of Information Act, [redacted] on Security, Omega Ware on Equal Employment Opportunity, [redacted] on China [redacted], David Blee on the Operations Directorate, Ernest Zellmer on the Office of Weapons Intelligence, Harry Eisenbeiss on the Central Reference Service, and

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5. Course Weaknesses

a. Only two weaknesses marred an otherwise successful and smooth running of the course--excessive speaker substitutions and a disappointing class reaction to the Mid-career Project. The rate of speaker substitutions was perhaps not as great in fact, compared to previous runnings of the course, as it was magnified in the minds of the students. Most of the substitutions occurred during the first phase which focused their attention on the problem. There was very little substituting later in the course. Overall, nearly 20 percent of the speakers sent substitutes. During Phase I, however, when a majority of the speakers were scheduled (37), 24 percent sent substitutes. The high rate during the first phase can be partially explained by the fact that a number of Deputy Directors from the various offices were already at [REDACTED] in the Levinson Seminar. As a result, many of the office directors were reluctant to be away while their deputies were also absent. The rest of the substitutions can probably be explained by the contingencies that normally occur and prevent a speaker making his appointment. Only two speakers in each of the two remaining phases sent substitutes (12 were scheduled in Phase II and 19 in Phase III). The class's feelings in this regard were exacerbated by the fact that only one of the Deputy Directors (Dr. Proctor) met with the class. The rest sent their Associate Deputy Directors. The effect of all this was to make the class feel like the Midcareer had become a second class course and no longer had a top priority with the office directors.

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Subjects may be so-so

b. The second weakness was the poor class reaction to the Midcareer Project. The project proceeded smoothly enough in terms of execution, but the student response was unenthusiastic. Briefly, the project consisted of a series of questions which were designed to include areas of interest to the Intelligence Community and which were covered during the course. It was intended to give the students a chance to express their views on these subjects as opposed to the speaker's opinions. The students were divided into six, five-person teams and each team was to present a report on one question of their choosing followed by a discussion period.

c. Other than the team reports, there was very little class participation during the project. Rather than accepting the project as an assignment and trying to do the best they could, the class seemed to have conspired to ensure that it would fail. All efforts of the staff to get it moving fell on deaf ears. The class balked primarily because they felt that the questions had already been thoroughly covered by the speakers and were not worth considering again.

d. Although the class appeared to oppose the project virtually unanimously, the intensity of their feelings seemed to be exacerbated by two things--a feeling of pique over not having a field trip and the apparent efforts of one of the students to sabotage it. The fact that they were upset over not having a field trip was not particularly evident in the evaluation forms, but it came through loud and clear in the oral discussion sessions with the class. It was mentioned to the class during these sessions that the field trip was abolished because of the poor student response to it. Armed with this knowledge, the class seemed determined to ensure that the project would also be abolished because of a poor response.

e. The negative feelings toward the project were further heightened by the second element--the apparent effort of one of the students to sabotage it. He was bright, articulate and commanded a good deal of influence with the students. His efforts were not obvious and were carried out behind the scenes. Only upon reflection after the event did his impact become apparent. In retrospect, however, it was clear that he was strongly opposed to it from the beginning and said so frequently to the other students. He organized a special discussion session between the class and staff

during which the staff was asked to explain (again) why there was no field trip and to justify (again) the project. It seems clear, in retrospect, that this session could have served no useful purpose except to bolster his ego and to focus discontent onto the project. Finally, when it was his team's turn to report on their question during the project, they made no attempt to address it but rather presented a series of academy award-type ceremonies in a humorous way to the class. The staff had no warning that this was under way. It appears that this student's actions served to take the negative feelings that existed and direct them to a higher level than otherwise would have been the case. The project probably would have fared much better if it were not for these efforts of a natural leader to undermine it.

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6. Student Participation

Overall, class participation quickly reached a high level and remained there throughout the course. This has been one of the liveliest classes in recent memory. With a majority of the speakers, the level of student questions remained high throughout the scheduled period and many periods could have run overtime easily. This high level of participation seemed to result from a combination of the times (in the aftermath of the congressional investigations), a high level of cohesiveness among the class members, and a high level of rapport between the class members and the two chairpersons. This combination seemed to create a climate that was very conducive to lively interchanges between the speakers and the class and among the class members themselves. In other words, the question-and-answer sessions were more like seminars, with give and take on both sides, rather than the usual lecturer-listener relationship.

25X1A 7. Student Suggestions

25X1A a. Several themes ran through the student evaluations concerning classrooms, tours and use of [REDACTED]. First, the class, virtually unanimously, felt that Arena A was superior to classroom 11 at [REDACTED]. Because of a conflict with the Levinson Seminar, this running was held in Arena A for the first of its two weeks at [REDACTED] and in classroom 11 during the second week. The course cochairmen agree with the assessment that Arena A is superior. It is better in a variety of ways--lighting, ventilation, eye contact among the students and with the speakers, visibility of slides and vu-graphs, and physical comfort. The use of the Arena would have the further advantage of eliminating future conflicts with the Levinson Seminar over the use of classroom 11. The only drawback, not considered serious, is the lack of an office with a telephone for the staff to use in the Arena.

b. Second, the class felt that, if there are no field trips, there should be more tours to break up the routine and that those tours (OTS, Operations Center, and NPIC) they did have should allow more time. These suggestions are worth considering and could be done easily, particularly if the class project is dropped and the time used for expanding the tours. Some of the suggested additional tours (all local) include the National Military Command Center, the National Security Agency, the State Department, and some magazine's Washington Bureau such as U.S. News and World Report.

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c. Third, many students felt that a third week at [REDACTED] would have been beneficial, either by scheduling the first three weeks there or returning there ([REDACTED] for the final week of the course. Although this class seemed to prefer this proposal, it has not been echoed by previous classes. In some of the other groups, there were always those who thought that even two weeks away from home was too much.

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8. Student Concerns

25X1A There did not seem to be any major concerns which were bothering the students. This is probably a reflection of the fact that the results of the congressional investigations do not appear to be having any significant impact on their careers. Morale among the students seemed to be much improved over morale among students in earlier runnings of the course. The only subject which was mentioned repeatedly was [REDACTED]. The speakers, of course, were not able to discuss this so the issue died.

9. Problems

No major problems developed during this running of the course.

10. Recommendations

There are no major recommendations to be made, but a critical look should be taken at the Midcareer Project to ensure that it continuously meets the objectives it is supposed to accomplish and remains relevant to the needs of both management and the students. On the specific subject of the Midcareer Project, it was previously decided that this schema would be tried for three runnings of the course before a decision was made concerning its future. It has now been run twice and the results have been, at best, mixed. Perhaps Midcareer Course No. 52 will give us a clearer perception of whether the project should remain as an integral part of the course.

Among the suggestions made by the students in this running for improving the course were: replacing the project, expanding the individual student presentations to one hour rather than the current half hour, shortening the course, using a political or war game that requires direct student participation, having a series of shorter trips in the Washington area, and including the Organization Game as a regular part of the course. All of these merit serious consideration and will be discussed at the annual Midcareer Conference this summer.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report - Midcareer Course No. 51

25X1A

FROM:

926 C/C

EXTENSION

2063

NO.

DATE

7 May 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/IMB

5/7

Rg

2. C/II

7 MAY 1976

AM

3. C/TSS
826 C/C

11 May 76

AM

4. C/PRS
1016 C/C

11 May 76

AM

5. ~~XO/TR~~
DDTR
1026 C/C

11 MAY 1976

AM

6. DTR
1026 C/C

12 MAY 1976

5/12

AM

7. C/II
926 C/C

12 MAY 1976

18 MAY 1976

AM

8. C/IMB

4/19

Rg

9. Course Chairman

AM

10. Sandy - fle

11.

12.

13.

14.

15.

Although the course project was poorly received in this meeting, it was met with marked enthusiasm in 17cc 14.50, the first in which a major field trip was eliminated. AM ILLEGIB

Very good report!

6-7
Appears that the "Project" needs to be revamped or eliminated. Y

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a fairly detailed understanding of the Agency, its components and issues of current concern to Agency management.
2. Achieve a broad grasp of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into selected national and international developments that bear on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

S-E-C-R-E-T

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MONDAY, 22 March 1976

Welcome to [REDACTED] and
Security Briefing
(Please convene in
Arena A)

PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch; therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0845-0900 Course Administration

Block I--Mutual Perceptions: The Agency and Us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. This evening, a senior officer will discuss his functions as a member of the management echelon and how he accomplishes his managerial responsibilities. He will also talk about the recent changes in our charter and how they will affect the Agency. Finally, those officers concerned with the Agency's legal, legislative and media relationships will discuss their perceptions of the problems that face the Agency today.

0910-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.

Lunch

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MONDAY, 22 March 1976

1300-1515 Team Reports

Dinner

1900-2100 Evening Session-

25X1A

The Comptroller and the
Agency: An Overview

John D. Iams
Comptroller

A senior officer who has held a variety of management positions will discuss not only his functions as Comptroller of the Agency but will look at the recent changes brought about by the President's Executive Order on the Intelligence Community and discuss how they will affect the Agency and what is the outlook for the future.

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TUESDAY, 23 March 1976

0830-0930

Reading

Class

Intelligence Institute, Office of Training, Study Guide: The Organization of CIA, January 1975, 12p. and chart. SECRET

John Maury, "CIA and the Congress," pp. 1-14, Studies in Intelligence, Vol. 18 No. 2, Summer 1974. SECRET No Foreign Dissem

Rep. Lucien Nedzi, "Oversight or Overlook: Congress and the US Intelligence Agencies," pp 15-20, Studies in Intelligence, Vol. 18 No. 2, SECRET No Foreign Dissem

The White House Executive Order: "United States Foreign Intelligence Activities," February 18, 1976.

The White House Fact Sheet: "The President's Actions Concerning the Foreign Intelligence Community," February 18, 1976.

The White House Memo to Congress Concerning the Foreign Intelligence Community, February 18, 1976

Proposed Amendment to the National Security Act of 1947 to improve controls over the Intelligence Community

25X1A

1000-1100

~~0945-1045~~

The Freedom of Information Act and Its Impact on CIA

Assistant to DDA
for ~~Coordination~~
Information

Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the Privacy Act of 1974 and the effects of their implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.

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TUESDAY, 23 March 1976

25X1A

~~1415-1515~~
~~1100-1200~~

The Agency's Relations
with Congress

~~George L. Cary~~
Dep Legislative Counsel

The Agency occupies an unusual, if not unique, position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

25X1A

Lunch

1300-1400

The Agency's Relations
with the Press

~~Angus Thuormer~~
Assistant to the
Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

25X1A

~~1115-1215~~
~~1415-1515~~

CIA in Court

~~Deputy General~~
Counsel

One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operation and security.

25X1A

Dinner

25X1A

1900-2100

Evening Session -

~~Angus Thuormer~~
~~George L. Cary~~

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25X1A

WEDNESDAY, 24 March 1976
[REDACTED]

0800-0900

Reading

Class

Office of Personnel, Annual Personnel Plan: Comment Sheet, ADMINISTRATIVE - INTERNAL USE ONLY

Office of Personnel, Annual Personnel Plan, FY 74/75 (Table of Contents only; the actual forms are available for examination), ADMINISTRATIVE - INTERNAL USE ONLY

Office of Personnel, Personnel Development Program--FY 1975, ADMINISTRATIVE - INTERNAL USE ONLY

Office of Personnel, Personnel Development Program Report Formats--Section I, ADMINISTRATIVE - INTERNAL USE ONLY

Office of Personnel, PDP Charts and forms--Executive-level Development, and two Sample models for Developmental Profiles; available for examination, ADMINISTRATIVE - INTERNAL USE ONLY

CIA, Employee Bulletin [REDACTED] "Progress and New Directions in Personnel Management," 23 July 1975, ADMINISTRATIVE - INTERNAL USE ONLY

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Personnel Evaluation System Handbook, DDO Career Service, SECRET

Directorate of Administration: Personnel Management Handbook, ADMINISTRATIVE - INTERNAL USE ONLY

Directorate of Intelligence: Personnel Handbook, ADMINISTRATIVE - INTERNAL USE ONLY

Directorate of Science and Technology: Personnel Management Employee Handbook, ADMINISTRATIVE - INTERNAL USE ONLY

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S-E-C-R-E-T

Intelligence collection and production requires a variety of processing and support mechanisms. During the next three days you will hear about some of these activities dealing with men, money and machines. Later in the course, we will visit three major support facilities--NPIC, OTS, and the Operations Center.

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Gambino will describe the environment within which the Office of Security works and what its major current activities are.

Logistics has changed its emphasis greatly since the winding down

S-E-C-R-E-T

S-E-C-R-E-T

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25X1A

WEDNESDAY, 24 March 1976

1415-1515 The Agency and Its
People

Fred W. Janney
Director of Personnel

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

Dinner

25X1A 1900-2100 Evening Session -

~~Thomas Yale~~
~~Robert W. Gambino~~
~~Michael J. Malanick~~
~~Fred W. Janney~~

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S-E-C-R-E-T

THURSDAY, 25 March 1976

[REDACTED]

25X1A

0830-0930 Individual Presentations

0945-1045 The Role of Computers
in Support of Agency
Activities

[REDACTED]
~~Harry E. Fitzwater~~
Director of Joint
Computer Support

25X1A

The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management. Mr. Fitzwater will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how OJCS can be helpful to you as a potential user of computers.

25X1A

1100-1200 The Agency's Medical
Services

[REDACTED]
Chief, Professional
Services, OMS

In an organization such as ours the physical and mental health of its employees is of paramount importance. The speaker will describe how the Agency's Office of Medical Services provides world-wide

[REDACTED]

25X1B

Lunch

25X1A

1300-1400 Developments in Agency
Communications

[REDACTED]
Deputy Director of
Communications

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

25X1A

1415-1500 Informal Session

[REDACTED]
~~Harry E. Fitzwater~~

25X1A

Dinner

1900-2100 The Outlook for the
Future in the Directorate
of Administration

~~John N. McMahon~~
~~John F. Blake~~
Deputy Director
for Administration

The DDA will speak briefly on the current status of his Directorate, bringing you up-to-date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and

S-E-C-R-E-T

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FRIDAY, 26 March 1976

25X1A

0800-0900	Reading	Class
0900-0930	Individual Presentation	

25X1A

0945-1045	<u>The Expanding Role and Responsibilities of the Inspector General</u>	<u>Deputy Inspector General</u>
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The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and in investigating employee grievances. He will describe some types of problems and situations which arise and require remedial action by top management.

1100-1200	<u>Equal Employment Opportunity in the Agency</u>	<u>Omego J.C. Ware, Jr.</u> Director of Equal Employment Opportunity Programs
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The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. Ware will describe the nature of the problem and the actions to be taken to attempt to solve it.

Lunch

1300 ETD

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25X1A

SUNDAY, 28 March 1976
[REDACTED]

25X1A

1200-1830 Arrive at [REDACTED]

25X1A

1630-1730 Mess Hall open for Dinner

1800 [REDACTED] open

25X1A

1900-2100 Individual Presentations -
[REDACTED]

S-E-C-R-E-T

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MONDAY, 29 March 1976

25X1A

0800-0830

Reading

Class

Director of Central Intelligence,
Key Intelligence Questions for
Fiscal Year 1975, DCI/NIO 1751-74,
9 Aug 1974. SECRET

Director of Central Intelligence,
Perspectives for Intelligence,
1975-1980, USIB/IRAC D22.1/20,
July 1974, 13p. SECRET No Foreign
Dissem

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[REDACTED], "Science,
Technology and Change: Implications
for the Central Intelligence Agency."
January 1972. SECRET

Planning Study for Research and
Development, Some Likely Key
Intelligence Questions for the
1980's, RDP 1, 1 June 1974. SECRET
No Foreign Dissem Background Use Only

Views on Emerging Areas of Science
and Technology Potentially Important
to National Security, STIC 75-4,
December 1975. CONFIDENTIAL

0830-0930

Individual Presentations

Block III--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of technical collection, looking at the technical collection systems of today and those we can expect tomorrow. We will then look at the area of human collection for which the Agency has a unique responsibility. We will see how technical and human collection interact and complement each other and relate the impact of these on us all as intelligence officers.

0945-1045

The Office of Research
and Development

Donald L. Haas
Director of Research
and Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

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MONDAY, 29 March 1976

25X1A

1100-1200

Technical Service
in Support of
Operations

~~David S. Brandwein~~
Dep. Director of Technical
Service

The Office of Technical Service primarily provides technical support to operations of the DDO. You will have an overview of these activities and learn of the kinds of equipment and support which the Office can supply.

Lunch

1300-1400

The Office of
Development and
Engineering

Leslie C. Dirks
Director of
Development and
Engineering

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

1415-1515

ELINT Activities

James V. Hirsch
Director of ELINT

25X1A

What is ELINT? A conducted tour around the world of US ELINT facilities, [redacted] will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

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Dinner

25X1A

1900-2100

Evening Session -
[redacted]

Donald L. Haas
~~David S. Brandwein~~
Leslie C. Dirks
James V. Hirsch
[redacted]

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TUESDAY, 30 March 1976

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0830-0900	Reading	Class
0900-0930	Individual Presentation	
0945-1045	Target: <u>China</u>	

~~Chief, EA Division~~
~~Dep Chief EA/China~~

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Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.

25X1A

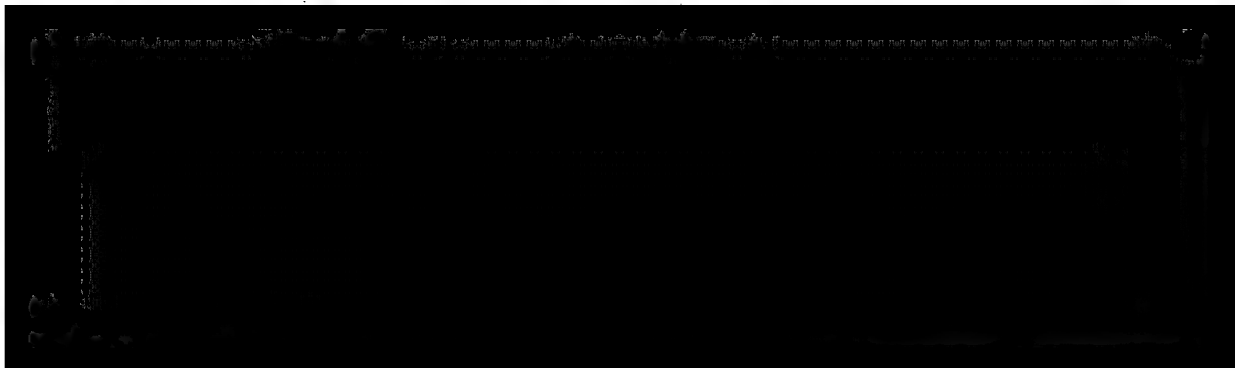
1100-1200	<u>The Soviet Union As An</u> <u>Operational Target</u>
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~~Deputy Chief,~~
SE Division

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this morning will describe approaches to the target and the difficulties encountered; several case histories will be presented.

25X1A

Lunch



25X1A

1415-1500	Informal Session
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Dinner

1900-2100	<u>An Evening with the</u> <u>Associate Deputy</u> <u>Director for Operations</u>
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David H. Blee

Mr. Blee will present an overview of his Directorate and his thoughts on the future of its operational responsibilities.

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WEDNESDAY, 31 March 1976

25X1A

0830-0930

Individual Presentations

25X1A



25X1A

1100-1200

The Role of Counter-
intelligence

CI Staff

The job of the Directorate of Operations involves not only collecting information for ourselves, but also denying information to our enemies. Our speaker will discuss the role of his staff and how the recent Presidential directives will affect that role.

Lunch

25X1A

1300-1400

The Future of Covert
Action

Group, Services Staff

The status of covert action has been one of the major areas of investigation of the select committees in the Senate and House of Representatives. Our speaker, in his capacity as the Chief of the CA Staff, has been dealing with this subject on a daily basis. He will discuss some of the history leading to the current situation, what the present status is, and the outlook for covert action in the future.

1415-1515

The Role of the
Collection Guidance
and Assessments
Staff

Frank Petrasek
Chief, Collection
Guidance and Assess-
ment Staff

Our speaker will discuss CGAS's role in developing, coordinating and controlling Agency originated substantive collection guidance for all-source systems. He will also speak about product assessment of all-source Community collection systems to assist program managers in optimizing the use of Community resources. The Staff is also the Agency's focal point for activities and actions of the USIB collection committees--COMIREX, SIGINT, Human Resources.

Dinner

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WEDNESDAY, 31 March 1976

25X1A

[REDACTED]

25X1A

1900-2100

Evening Session -

[REDACTED]

[REDACTED]

25X1A

Frank Petrasek

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THURSDAY, 1 April 1976

25X1A

0800-0930 Individual Presentations

Block IV--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this block we consider four types of finished intelligence--economic, political, scientific and military.

0945-1045

The Agency's
Responsibility
for Strategic
Research

Noel E. Firth
Deputy Director
of Strategic
Research

The speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.

1100-1200

The Office of Weapons
Intelligence

Ernest J. Zellmer
Director of Weapons
Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. Mr. Zellmer will discuss the ways in which OWI uses raw data from [REDACTED] information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.

25X1A

Lunch

1300-1400

Imagery Analysis

George W. Allen
Director, Imagery
Analysis Service

The speaker will discuss the role of IAS in support of intelligence production and operations components of CIA. He will focus particular attention upon the support provided to on-going disarmament talks--SALT and MBFR.

25X1A

1415-1515

The Agency's Role in
Current Intelligence

[REDACTED]
Deputy Director of
Current Intelligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Deputy Director of Current Intelligence will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

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THURSDAY, 1 April 1976

Dinner

1900-2100

Evening Session -

Noel E. Firth
Ernest J. Zellmer
George W. Allen

25X1A

25X1A

25X1A

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FRIDAY, 2 April 1976

25X1A

25X1A

0830-0900 Individual Presentation

0900-0930 Discussion

0945-1045 A New Emphasis on
Economic Research


Deputy Director of
Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

1100-1200 The Production of
Scientific Intelligence

Karl H. Weber
Director of
Scientific
Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

Lunch

1300 ETD

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MONDAY, 5 April 1976
(Room 916, Chamber of Commerce Building)

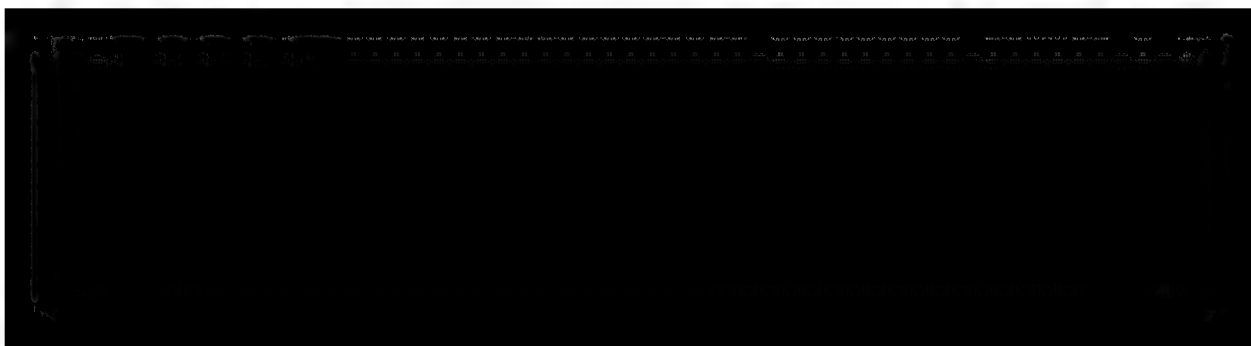
0830-0900 Individual Presentation

0915-1015 The Office of Political
Research

Lewis J. Lapham
Director, Office
of Political
Research

This office was created primarily to conduct political and inter-disciplinary research in depth, rather than current intelligence. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

STATSPEC



Lunch

1300-1400 Processing Intelligence:
The Role of the Central
Reference Service

Harry C. Eisenbeiss
Director, Central
Reference Service

The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, efforts to improve the system and your service.

1415-1515 The Office of
Geographic and
Cartographic
Research

John K. King
Director, Office
of Geographic and
Cartographic
Research

The Agency produces intelligence on virtually all subjects of interest to government policy makers. We now cover another major area of intelligence production--Geography and Cartography. Our speaker will cover the functions of his office and how it interfaces with the other areas of Agency operations. He will include some of the trends and problem areas encountered in producing geographic intelligence.

1530-1600 Phase I Evaluations

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TUESDAY, 6 April 1976
(Room 1E-78 and 7F-17, Headquarters)

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

0830-0930 Individual Presentations


0945-1100 The National Security
Council Under the
Ford Administration

Col. Clinton Granger
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

25X1A

1115-1215 The National Intelligence
Officers



National Intelligence
Officer for Japan
and the Pacific

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

Lunch

25X1A

1330-1500 Managing the Intelligence
Community


Associate ~~Acting~~ Deputy to
the DCI for the
Intelligence
Community

The Director of Central Intelligence was charged by the President in November 1971 with exerting more influence throughout the Intelligence Community. This charge was reiterated by President Ford in October 1974. To assist in carrying out this charge, the Director created the Intelligence Community Staff. Our speaker will outline the scope of this responsibility, some of the major problems, and his prognosis for success.

1515-1615 Tour of the CIA Operations
Center

Vincent J. Heyman
Chief, Operations
Center

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WEDNESDAY, 7 April 1976
(Room 916, Chamber of Commerce Building
[REDACTED])

25X1A

25X1A

0800 Car pools depart for
[REDACTED] - Assemble
at far end of Lanes E-F,
West Parking

0900-1200 Technical Service in OTS Staff
Support of Operations

You received an overview of OTS last week. Today you will hear about two of the Office's major activities and then tour OTS facilities to learn of the other kinds of equipment and support which the Office can supply.

Lunch

1300-1400 The Defense Intelligence Major General
Agency Lincoln D. Fauer
Deputy Director
for Intelligence,
DIA

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

25X1A

1415-1515 The FBI and Intelligence [REDACTED]
Deputy Assistant
Director, Intelligence
Division, FBI

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

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WEDNESDAY, 7 April 1976

25X1A

(Room 916, Chamber of Commerce Building
[REDACTED])

1530-1630

The Bureau of Intelligence
and Research

Emerson Brown
Assistant Deputy
Director for
Coordination, INR

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

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THURSDAY, 8 April 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-0930 Individual Presentations

0945-1045 Resources for the
Intelligence Community


~~Deputy Chief, Staff Member~~
Management, Planning
Resources and Review
Division, IC Staff

The Intelligence Community is a vast, sprawling conglomerate of different agencies, each with a slightly different perspective and each frequently holding differing views on any given subject. Managing and coordinating the resources necessary to make this entire structure work is an extremely complex task. Our speaker will discuss these resources, how they are managed, the role of the DCI in resource management, and the relationship of this area to the current investigations in Congress.

25X1A

1100-1200 The SIGINT Community


Deputy Chief,
Division D, DDO

Our speaker will discuss the organization of the SIGINT community and the relationship between the collector, the consumer, and the source of policy. He will provide an insight into the workings of the USIB SIGINT Committee and discuss the Agency's relationship to the other principals in this field.

Lunch

1330-1430 Treasury's Role in
the Intelligence
Community

Robert Gallagher
~~David Laux~~
National Security
Advisor, Office of
National Security
Affairs, Treasury

The Department of the Treasury joined the United States Intelligence Board just over three years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kind of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

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THURSDAY, 8 April 1976
(Room 916, Chamber of Commerce Building)

1445-1615

The President's
Foreign Intelligence
Advisory Board

CDR Lionel Olmer
Special Assistant
to the Executive
Secretary, PFIAB

This Board, composed of outstanding private citizens, meets periodically in Washington and carries out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.

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FRIDAY, 9 April 1976

25X1A ([REDACTED] and Room 916, Chamber of Commerce Building)

0815 Bus leaves from
Chamber of Commerce
Building [REDACTED]
25X1A [REDACTED] (meet at rear of
25X1A Chamber of Commerce
Building)

0900-1130 The National Photographic John J. Hicks
Interpretation Center Director, NPIC

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence reports and in the decision making process. Our speaker will discuss NPIC's support to the Intelligence Community. You will also have an opportunity to visit with PI analysts in a division of your own choosing.

25X1A

Lunch at [REDACTED]
Cafeteria

1230 Bus to Chamber of
Commerce Building

1300-1400 Individual Presentations

1415-1445 Discussion

1500-1530 Phase II Evaluations

Pass out mileage money
for OTS Drivers

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MONDAY, 12 April 1976
(Room 916, Chamber of Commerce Building)

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. It is the purpose of Phase III to bring you up-to-date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

Block I--The Strategic Threat

One of the major problems in the world today is the problem of the strategic/military balance between the U.S. and the U.S.S.R. Although the actuality of nuclear war may not be the most likely contingency we face, it would be definitely the most catastrophic if it were to occur. During this phase, therefore, we will examine in some detail the nature of this threat as well as some of the major problems bearing on this issue--the Mutual and Balanced Force Reduction Talks (MBFR), the Strategic Arms Limitation Talks (SALT) and the Sino-Soviet Dispute.

25X1A

0900-1030

The US-Soviet Strategic Balance

[REDACTED] to the
Assistant National
Intelligence Officer
for Strategic Programs

Understanding Soviet defense policy is a major goal of US intelligence gathering efforts. The Soviet view of the relationship between the strategic forces of the US and the Soviet Union is an important input into the determination of Soviet defense policy. The composition and complexity of opposing nuclear offensive and defensive arsenals make it difficult, however, to measure the strategic balance. Our speaker will describe the US-Soviet strategic balance in this period of the Strategic Arms Limitation talks.

25X1A

1045-1215

NATO and the Warsaw Pact: The Balance in Europe

[REDACTED]
Special Assistant for
MBFR, OSR

In addition to the strategic balance between the U.S. and the U.S.S.R., the other major area of military confrontation is that between NATO and the Warsaw Pact in Europe. Our speaker will cover the nature of the balance between the two alliances, some of the history involved in their geneses and a look at the future. This will be followed by a talk on the efforts to reduce the military tensions in Europe--the Mutual and Balanced Force Reduction Talks (MBFR).

Lunch

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25X1A

MONDAY, 12 April 1976
(Room 916, Chamber of Commerce Building)

1330-1445

The Mutual and Balanced
Force Reduction Talks
(MBFR)

[REDACTED]
Special Assistant
for MBFR, OSR

The United States is involved in several major efforts to reduce tensions with the Soviet Union. One of these is the MBFR talks currently underway in Vienna, Austria. In a continuation of this morning's discussion of the military balance in Europe, our speaker will describe these efforts, the problems involved in dealing not only with our major adversary, the Soviets, but with our NATO partners as well. He will conclude with a view on the prospects for success in these talks.

25X1A

1500-1630

SALT: Stabilizing
the Arms Race

[REDACTED]
Special Assistant
for Strategic Arms
Limitations Talks,
OSR

The Strategic Arms Limitation Talks (SALT) are another major effort of the United States to reduce tensions with the Soviets. Thus far, several milestones have been passed in this effort--the 1972 ABM Treaty and Interim Agreement, and the Vladivostok Agreement in the winter of 1974. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Intelligence Community carries out its verification responsibilities covering the initial agreements, advising policy-makers of possible future arms limitation options, and alerting them to possible violations.

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TUESDAY, 13 April 1976

(Rooms 1E-78, 7D-32 and Auditorium, Headquarters)

25X1A

0830-0930 Individual Presentations


0945-1045 The Soviet Navy Today
(1E-78)


Chief, Naval
Operations Branch,
OSR

We have heard about the strategic balance and the military balance in Europe between the United States and the Soviet Union. Another major element in the US-Soviet equation is the competition between the navies of the two countries. Our speaker will describe this competition, some of its history, the current trends in the Soviet Navy and an outlook for the future.

25X1A

1100-1200 The Sino-Soviet Dispute:
A Status Report


National Intelligence
Officer for the USSR
and East Europe

Now we will depart somewhat from the military balance between the U.S. and the U.S.S.R. to consider a major problem the Soviets must face in the international arena--their dispute with the Chinese. It covers an extremely broad area, cutting across military, political, economic, and ideological lines. Our speaker will discuss the nature of the dispute, some of its history, and a look at the future.

Lunch

1300-1430 The Intelligence
Directorate
(7D-32)

Edward W. Proctor
Deputy Director
for Intelligence

The DDI will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

1515-1700 Guest Speaker Program
(Auditorium)

25X1A

"China and the U.S.:
A Historical Perspective"

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WEDNESDAY, 14 April 1976

0800-1800

Tour of Aberdeen Proving
Grounds

Bus will depart from Headquarters
(S.W. Entrance) at 0800

1000-1500

Aberdeen Proving Grounds

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THURSDAY, 15 April 1976

(Rooms 1001 & 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1145 Preliminary Meeting -
Midcareer Project Teams
(Room 1001, Chamber of
Commerce Building)

Lunch

Block II--International Affairs

The military threat, which we have just considered, is only one of the issues which the US must contend with. During this second block, we will consider several other issues which are of importance to the Intelligence Community. First, we will take a look at U.S. relations with other parts of the world--China, the Soviet Union, the Middle East, Europe, India, and Southern Africa. Second, other issues which are not limited by national boundaries--terrorism, the law of the sea, and the future--will be covered. Although this phase does not cover all the problem areas of the world, we hope that it will pique your interest and encourage you to do additional reading in areas in which you may have a special interest.

25X1A

1300-1500 The Soviet Union and the
West in an Age of Detente

The speaker will consider the significance of detente in assessing Soviet objectives and achievements in her relations with the West. He will focus in particular on the Soviet Union's perceptions of the short and long-term prospects for detente.

1515-1545 Individual Presentation

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FRIDAY, 16 April 1976
(Headquarters)

0830-0930 Individual Presentations
(1E-78, Headquarters)

25X1A

0945-1145 U.S. Foreign Policy and
the United Nations

Since entering government service in 1969, Henry Kissinger has dominated the making of both U.S. foreign policy and U.S. policy in the United Nations. Our speaker will discuss the raison d'etre of the Kissinger foreign policy, based partly on first hand, personal, experience and how this policy relates to the U.N. He will discuss the strengths and weaknesses of the Kissinger approach and make some projections as to what the future may hold.

Lunch

1315-1515 The Middle East in
Perspective
(1E-78, Headquarters)

Parker T. Hart
Special Representative
for the Middle East
and North Africa,
Bechtel Corporation

A former Ambassador to several Middle Eastern countries and a distinguished authority will discuss the current developments in the Middle East, covering some of the historical background and describing the diverse regional claims and rivalries which have complicated American and Soviet interests there. He will conclude with a personal view of the future in this volatile area.

1530-1630 Management in CIA
(6E-60, Headquarters)

~~Sayre Stevens~~
~~Carl E. Duckett~~
Associate Deputy Director
for Science and
Technology and
Secretary, CIA
~~Management Committee~~

You have heard much during the past four weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.

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MONDAY, 19 April 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-1000

The Crisis in Southern
Europe: Implications
for the United States

[REDACTED]
National Intelligence
Officer for Western
Europe

For the past 30 years, NATO and the countries of Western Europe have formed the bulwark of defense against possible Soviet aggression. Today, upheaval and dissension in Southern Europe threaten large portions of the fabric of European defense and unity. Our speaker will discuss the problem areas and present some thoughts on the direction events may turn in the future.

25X1A

1015-1145

India: A Current Look

[REDACTED]
Chief, South Asia
Branch, OCI

Democracy seems to be an endangered species in the world today. Over the past few years, a number of democracies, such as Chile, have given way to dictatorship as a form of government. The latest major government to fall into dictatorship is India. Our speaker will discuss the background of India's road to totalitarianism, the current situation, and the outlook for the future.

25X1A

Lunch

1315-1415

International Drug
Trafficking: The Role
of Intelligence

[REDACTED]
Dep Chief, DDO/Operations

25X1A

Drug abuse in the US resulted in former President Nixon naming the prevention of illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationship of CIA with the Drug Enforcement Administration/Department of Justice and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

1430-1500

Films

"Kidnap, Executive
Style"

"The Japanese Red
Army"

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MONDAY, 19 April 1976
(Room 916, Chamber of Commerce Building)

1515-1615

Terrorism: A Continuing
Problem in World Affairs

Verne F. St. Mars
Assistant Director
for Domestic and
Foreign Security

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, but it can move in without warning on a San Francisco bank or on a UN delegation. A senior Department of State officer will discuss the world-wide scope of terrorist activities and international efforts to cope with this threat. He will also discuss the United States' inter-agency efforts in this field, particularly as it relates to the US, and he will describe the government's policies aimed at thwarting terrorist activities.

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TUESDAY, 20 April 1976

(Room 916, Chamber of Commerce Building)

25X1A

0845-1045 Whither Southern Africa?

[REDACTED]
National Intelligence
Officer for South/
Southeast Asia and
Africa

During the recent past, southern Africa has been a hotbed of discontent. Beginning with the struggle for independence in the former Portuguese colonies of Angola and Mozambique to the current partial state of war between Rhodesia and Mozambique, this area has been explosive. Our speaker will describe the nature of the situation in the area, some of its background and a look to the future.

1100-1150 Film: "Who Owns the
Sea?"

This film, produced by the Canadian Broadcasting Corporation in 1972, presents graphically some of the issues discussed in the lecture to follow.

25X1A

Lunch

1300-1430 Law of the Sea

[REDACTED]
Office of Geographic
and Cartographic
Research

Our speaker has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conferences, the second of which was held recently in Geneva. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

1730-1930 Reception in
Executive Dining
Room (7D-42)

Class, Staff,
Spouses and Guests

Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.

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WEDNESDAY, 21 April 1976

(Room 1001, Chamber of Commerce Building)

0830-0900 Midcareer Project
 Orientation

0900-1600 Midcareer Project:
 Team Preparation

The Midcareer Course is designed to provide a broad exposure to subjects that middle level officers should include in their background in order to function more efficiently and effectively in the Agency today. Perhaps some of these subjects have provided a new focus on intelligence for you as intelligence officers. The sessions began by re-exploring the Agency and its missions and functions. It then reviewed the workings of the Intelligence Community, including external controls as well as policy formulation and concluded with global issues. This section is designed to enable you to integrate the subject matter that you have been exposed to during these past weeks and enable you to express your views and attitudes concerning certain Key Intelligence Questions.

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THURSDAY, 22 April 1976

(Room 1001, Chamber of Commerce Building)

0830-0945 Project Report and
Discussion

1000-1045 Project Report and
Discussion

1100-1145 Project Report and
Discussion

Lunch

1300-1345 Project Report and
Discussion

1400-1445 Project Report and
Discussion

1500-1545 Project Report and
Discussion

25X1A

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FRIDAY, 23 April 1976

(Rooms 1E-78 and 7D-64, Headquarters Building)

0845-0930	Discussion	Class and Staff
0930-1000	Phase III Evaluations	
1000-1200	<u>Inventing the Future</u>	

25X1A

During the past five weeks you have heard from a large number of speakers on a great variety of topics. Our speaker will challenge you to "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during this course.

Lunch

1330-1415 Overall Evaluations

1445 Informal Remarks
(7D-64)

George Bush
Director of Central Intelligence

Award of Certificates

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